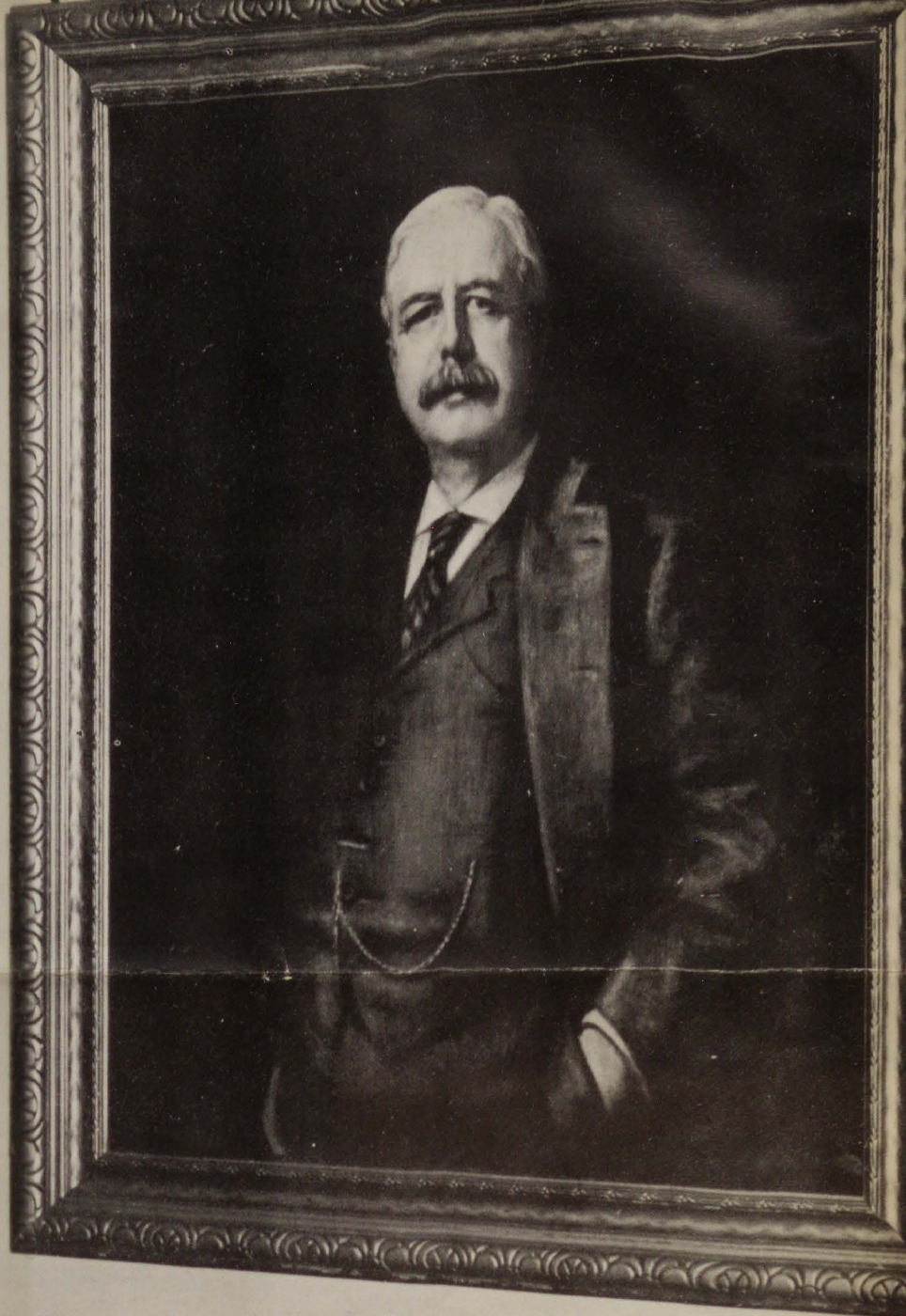




ACL

TAN-O-GRAM

Volume 6, No. 1, January, 1956

"THE A. C. LAWRENCE STORY"

Chapter One

Many of the A. C. Lawrence Leather Co. employees with long service will remember the gracious lady whose picture appears on the front cover of this edition, the daughter of the man who inspired and fashioned this sprawling enterprise from which thousands of people now derive their income, ARTHUR C. LAWRENCE.

MRS. MARION LAWRENCE HIGGINS, now in her 83d year, has maintained the vigor and spirit of a woman much her junior. She is shown on our cover as she views the oil painting of her father, the late A. C. LAWRENCE, in the living room of her Back Bay, Boston, hotel apartment. She eagerly took time from the numerous club and charitable activities in which she has become engrossed, to wistfully recall memories of her childhood and of her father.

As a messenger boy during the Civil War, ARTHUR LAWRENCE served in the office of his father who was then Superintendent of Railroads for the Federal Government. At the age of 16, he left his home in South Gardiner, Maine, to live with an aunt in Boston. He worked nights in a shoe store in order to pay his way through school and to pay for his voice lessons. As a youngster he sang in a choir and for a time seriously considered singing as a career. He even saved enough money to go to London for a time to study voice.

One day, in the 1860's, while seeking employment, young ARTHUR went to the office of JOHN FIELD, a leather merchant on High St., Boston, who had organized his company in 1832. He gave ARTHUR a job and within ten years ARTHUR was made a partner in the reorganized firm of ALLEN, FIELD & LAWRENCE.

In 1894, the partnership was dissolved and MR. LAWRENCE organized two new concerns: The Winchester Tannery Co. in Winchester, New Hampshire, and A. C. Lawrence & Co., in Peabody. In this move, MR. LAWRENCE was a pioneer and revolutionized the leather industry. For the first time, one company would run its own tanneries, buy raw stock, and sell finished leather. This plan immediately gave great strength to the company and the advantage of being able to control its work flow and plan ahead. Formerly the owner of a tannery could not plan his work load, nor could his employees expect any kind of regular employment.

In true Horatio Alger style, young ARTHUR fell in love with MR. FIELD's daughter and they were married. A daughter, MARION, was born in 1872, the ninth lineal descendent, through her mother's (FIELD'S) family, of JOHN ALDEN, one of the original Mayflower Pilgrims. ARTHUR C. LAWRENCE'S daughter, now MRS. MARION LAWRENCE HIGGINS, recalls how, as a girl, she journeyed to the Winchester Plant with her father. They went by train to Keene, New Hampshire, and then had to ride by sleigh to Winchester.

HISTORY

This is the first in a series of articles tracing the history and development of ACL and relating the stories of some of the people who helped ACL grow.

She was married in 1895 and her first son, LAWRENCE HIGGINS, was born in 1896. Following a distinguished career in the U. S. Diplomatic Corps, he settled in Mexico City, where he now operates an investment business and is an economic advisor to the U. S. government. A second son, FREEMAN HIGGINS, was born in 1901 and is now connected with Bellows & Co. in New York.

In 1916, MR. LAWRENCE'S wife, SARAH, died during the flu epidemic which swept the country, and MR. LAWRENCE never quite got over her untimely death. However, he remained active in the company he founded, until his death in 1922.

MRS. HIGGINS spent many years travelling throughout the world. When her son was with the State Dept., she visited with him in Panama and Honduras, and later in Norway and France, where he was an assistant to U. S. Ambassador Bullitt. While in Paris, the family lived in the same house as the then Prime Minister of France, Leon Blum. MRS. HIGGINS is now looking forward to a spring trek to Japan and the Pacific area.

Boston Red Sox fans will be especially happy to note that MRS. HIGGINS is a good friend of TED WILLIAMS. When TED was leaving for duty in Korea with the Air Force, she gave him as a keepsake, a statue of a small elephant, one of the many in her collection. When TED returned to this country after nearly losing his life in a Korean plane crash, he attributed his recovery to the good luck elephant. Without it, TED told MRS. HIGGINS, he might have broken his neck.



MISSSES MARY (left) and NELLIE DAVIS

THE DAVIS SISTERS LOOK BACK

On April 1, 1896, MISS NELLIE DAVIS, fresh out of Bryant & Stratton, climbed the stairs to the second floor at 14 High St., Boston, and timidly opened the door to the office of the A. C. Lawrence Leather Co., in answer to an ad for employment.

At that time, there were just two girls in the entire ACL office organization: MISS HUTCHINS was bookkeeper, and MISS PIKE was billing clerk.

"I was scared to death," recalled MISS NELLIE, "as I stood before MR. LAWRENCE.

He sent me home, and two days later I received a telegram asking me to come to work. I started as assistant bookkeeper at \$8 a week. My job was to post invoices and keep accounts receivable records." This was the position she held until she and her sister retired on May 8, 1938. She has preserved the telegram all these years.

MISS MARY DAVIS came to work for ACL on September 1, 1897. She remembered MR. LAWRENCE as "being all business." Once he took his family on a vacation trip to Europe. No sooner did he get there when concern for the operation of the business without his presence made him cut his visit short. He took the next boat home, leaving his family in England. "He surprised us by walking into the office several weeks earlier than planned, but he found everything in top shape and then he was sorry that he had rushed back back."

The sisters told of the time they stayed late at night to find a one-cent error in their trial balance, but usually, according to others who later worked with them, they had the unique knack of getting them right the first time.

MR. LAWRENCE didn't take very favorably to autos in the beginning, said the Davis sisters. He had a fine team of horses and a coachman, MR. GLASS, who drove him to the station in Newton every morning. It was almost an all-day trip to Boston by horses in those days. Now, still retaining their youthful spirit, and with glowing memories of their years with ACL, they are living happily in their home in Wellesley Hills, Mass.

BUSINESS NEWS

SHEEPSKIN: This division has produced many new colors in dry-cleanable, washable suedes for the 1956 season. This will enable us to present to our customers a much more complete line of colors in these types of suede garment leathers. Our Sheepskin shoe lining business continues to be active and all signs point to good volume sales through Easter.

SIDE LEATHER: Bookings during the past month have continued to come in steadily and we have a fairly sizable backlog of both orders and color specifications. Black continues to be a big seller in both men's and women's weights. We are now starting to prepare our new colors, which will be exhibited at the next Leather Show to be held at the end of February.

CALFSKIN: During the past few weeks, MR. KING, Calfskin Sales Manager, has attended various color meetings in New York and we have been engaged in getting our new lines of Calf ready for the 1956 Fall season. We have been showing our various lines and new colors through our sales territories and have enjoyed a very fine response from our men's shoe customers which is very promising for the future. The Calfskin tannery is presently very busy delivering leather to our women's shoe customers against their orders for white and colored shoes for the spring.

PATENT LEATHER: Interest is increasing in our jewel colored line of JUBILEE, particularly on pastels and whites for post Easter. **GARMENT LEATHER:** Ranchide is continuing to increase in volume to the shoe trade and since most of these shoes will be for spring and early summer, we are hopeful that this activity will increase. The demand by the garment trade is almost at the end of the season. **FLEXIBLE SPLITS - INSOLES:** This business continues at a steady pace with no indications of much change in either direction. **RETAN BEND SPLITS:** The rush on Christmas slippers is over so that the demand will be somewhat reduced over the next two months. Increases in casual type footwear are favorable to additional demand for our heavy sole splits next season.

SOLE LEATHER: We have had improvement in our Sole Leather business, particularly on bends. Business in women's soles has not been exactly as we would like. There is fairly good activity on Bellies, good activity on Rough Shoulders, and our Finders business keeps up fairly well. Belting business should continue good for at least the next 60 to 90 days.

SHEARLING: The Shearling business is improving both in the slipper and garment fields. The recent cold weather before and during Christmas shopping days has resulted in good retail sales. This will mean earlier Shearling business starting in January. We are just beginning to show our new coat mouton. It is a little too early to get a full reaction but we know our quality must be the very best if we are to make a success in this line.

RIGHT: FIRST OFFICE MANAGER

One of the oldest surviving members of A. C. Lawrence's original office staff, ARTHUR HANDY, who lives in Marblehead, Mass., is now approaching his 82nd year. He went to work in MR. LAWRENCE'S office in Boston in 1896, and in ensuing years became office manager, assistant treasurer, and credit manager.

When National Calfskin was organized in 1919, he became treasurer and vice president. MR. HANDY retired in 1946, after 50 years of service.





MOSES E. MOQUIN



FERDINAND DURGIN



GEORGE WHITE

A.C.L.'S OLDEST PENSIONERS

We were looking through the records to find the oldest living ACL pensioner, and we found a close race between three of them. In fact, they were so close, all three having been born within the same one-month period, that we decided to report on all three.

All three have these things in common: They were all born in 1867, they are all 88 years of age, and they are widowers.

The oldest, MOSES E. MOQUIN, was born November 24, 1867, in St. Semon, Province of Quebec, Canada. He started working for ACL in the Calfskin beamhouse on May 4, 1901. He later became a foreman in the dyehouse. He was pensioned in June 1932, after 31 years of ACL service. He lives with a daughter at 12 Ethel Avenue, Peabody.

FERDINAND DURGIN was born December 6, 1867, in Alberg, Vermont. He was hired on June 25, 1907 and worked as a staker at Calfskin. He was pensioned in September 1931, after 24 years of ACL service. He now lives with a daughter at 5 Evans Road, Peabody.

GEORGE WHITE was born December 28, 1867, in Charlestown, Mass. He started work with ACL in the tannery yard at Winchester, N. H. He later became a watchman. He was pensioned after 31 years of ACL service. He now lives in a house overlooking the Winchester tannery.

RIGHT: VISITORS AT PEABODY PLANT

KENNETH E. BELL, center, retired ACL vice president and former director of the main laboratory, returned recently for a short visit with his friends.

He was accompanied by two visitors. They were OMAR SAAB of Beirut, Lebanon, and ESTER MIRAFUENTE of Manila, Philippines. Both are students at Lowell Technological Institute, where they are studying leather. While there are only two tanneries in the Philippines, there are seventy-eight in Lebanon, many of which use machinery which, according to SAAB, is as modern as ours.



INSIDE A C L

A RECORD OF PROGRESS IN INDUSTRIAL RELATIONS

Since its inception in 1894, the A. C. Lawrence Leather Co. has become one of the world's largest tanning enterprises. There has been a family tradition in which the close cooperation and welfare of all individuals employed by the company has been emphasized.

At present there are over twenty-three hundred employes of the company engaged in the pursuit of their employment throughout the United States. The management is conscious of its responsibilities to owners, employes, suppliers, customers, and to the public interest.

DEVELOPMENT OF ACL'S PERSONNEL POLICIES

The attention of the entire nation has been drawn within the last 22 years to the question of Social Security. Federal and state legislation and reflection on the subject have stimulated private initiative to renewed efforts. Practically all of this is motivated by the desire to provide security by protecting against economic loss because of age, unemployment, illness, accident, and death. In brief, the nation is thinking and talking about and trying to do more for the welfare of employes in industry.

In ACL we have been trying to improve the welfare of our employes - and doing it for a long time, in fact long before the nation's attention was focused on this problem. Since 1894, it was the policy of MR. ARTHUR C. LAWRENCE to consider employes as men and women - not just labor. As the company grew, he instilled in the minds and actions of those working for him the same ideals and performance. Today, the management of the company still demands fair treatment of employes.

Among the other things which have contributed to making employment attractive at ACL have been:

SINCE 1894 - Good employment opportunities with a policy of promotion from within the company.

SINCE 1900 - One of the earliest organized safety programs to eliminate accidents.

SINCE 1905 - Paid vacations. They now cover all eligible employes and run from 1 to 4 weeks, based on length of service.

SINCE 1914 - Plant medical department started in Peabody with doctor and nurse. Pre-employment physical examinations instituted. Enlarged modern facilities today provide competent medical aid to all employes in Peabody with a doctor and two nurses at the main plant. First aid provisions have been made at the other plants and arrangements have been made with local doctors for pre-employment physical examinations and emergency treatments.

SINCE 1919 - Pension Plan provided for all employes; now operated under a pension trust. It is non-contributory with full expense and benefits paid by the company. To this ACL pension, the employe can add payments he receives under the Federal Old Age Benefits program of the government to provide a retirement income for himself.

SINCE 1920 - Employes Benefit Association formed - an employe association which provides benefits covering sickness, non-industrial accidents, and life insurance at moderate cost.

SINCE 1922 - Paid holidays.

SINCE 1922 - A voluntary sickness and accident payment plan inaugurated. The company pays part wages in cases of sickness and disability for periods of time varying with length of service.

SINCE 1927 - A wage incentive plan instituted. Before this, a piecework system covered only about 60% of employees. The new standards system expanded coverage to 80-85% and now covers 92% of all employees. The base rate guarantees each employee a day's pay and the standards system provides extra incentive pay for extra effort.

SINCE 1928 - A group life insurance plan providing coverage for an employee, who is a member of the Employees Benefit Association, at low cost. Protection ranges up to \$10,000 according to salary or wages.

SINCE 1935 - Cooperation with employees in the establishment of credit unions to promote thrift through encouraging regular savings and to provide loans to members for various purposes at reasonable interest rates.

SINCE 1940's - Retirement allowance for employees who retire at age 65 or who are totally and permanently disabled, where the employee is not eligible for pension. Amount is based on length of service and wages or salary at time of retirement.

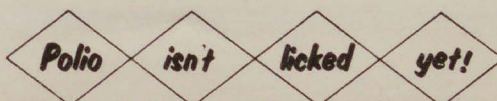
SINCE 1944 - Cooperation with employees in group hospitalization plans. In the beginning this protection was paid for by employees. SINCE 1954 - the cost of hospital-medical-surgical coverage has been paid for by the company.

SINCE 1951 - Death benefit paid to widows by the company in cases where the employees were not eligible for pension. Amount based on length of service.

SINCE 1953 - Since the inception of the company, various methods have been used to keep employees informed, but in 1953, a formal program was adopted. The program now includes as a monthly publication, TAN-O-GRAM, bulletins, booklets, letters, meetings, and other media.

Many of these policies were adopted long before Social Security became a nationwide problem. Many were instituted before consideration by the rest of the leather industry or industry in general. These policies, together, provide broad coverage and security for the employees and their families. They all help to make employment at ACL attractive and to reduce the burden of worry in event of family or personal misfortune.

In future editions of TAN-O-GRAM, these policies will be explained in greater detail.



Join the **MARCH OF DIMES**
January 3 to 31

ARE YOU SAVING?

All of us believe in saving money.

How many of us have the will power to set aside regularly the amount we want to save? It's human nature even to put off taking the initial step.

Would you like it made easy for you?

Sometime next week you will receive an application blank for payroll deductions for the purchase of U. S. Savings Bonds. Fill it out, sign it, and turn it in to your supervisor. Your saving will then be automatic and effortless. The company will do the rest.

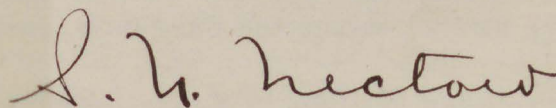
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May I urge your serious consideration of the above reminder that you can still purchase U. S. Savings Bonds through payroll deductions.

Money saved even a little saved regularly, gives a feeling of security that a man who spends as fast as he receives cannot enjoy.

At present, only 26% of all ACL employees are buying bonds through the payroll savings plan, and only 2% of the total payroll is being so invested.

Let's increase both figures.



EXECUTIVE VICE PRESIDENT

HAPPY NEW YEAR